DOCUMENT RESUME

ED 444 261 EA 030 584

TITLE	A Template for an Integrated School Improvement Plan.
INSTITUTION	Illinois State Board of Education, Springfield.
PUB DATE	1999-07-00
NOTE	26p.; For companion document, see EA 030 583.
PUB TYPE	Guides - Classroom - Teacher (052) -- Tests/Questionnaires (160)
EDRS PRICE	MF01/PC02 Plus Postage.
DESCRIPTORS	*Academic Achievement; *Action Research; *Educational Change; *Educational Improvement; Elementary Secondary Education; *Evaluation; Government Publications; *Improvement Programs; Public Schools
IDENTIFIERS	Illinois State Board of Education

ABSTRACT

To assist schools with the process of school planning, a project team convened by the Illinois State Board of Education has developed an integrated school-improvement planning framework. Through an integrated approach to school improvement, schools are better able to coordinate their programs, activities, and budgets and maximize their resources of time, talent, and funds. The guide outlines the components of the integrated planning process: shared vision, data collection, analysis and gap analysis, integrated action plan, reflection, evaluation, and refinement. A worksheet for data collection and analysis, a template for completing an action plan, and a budget worksheet are included. (DFR)

Reproductions supplied by EDRS are the best that can be made
from the original document.

E1

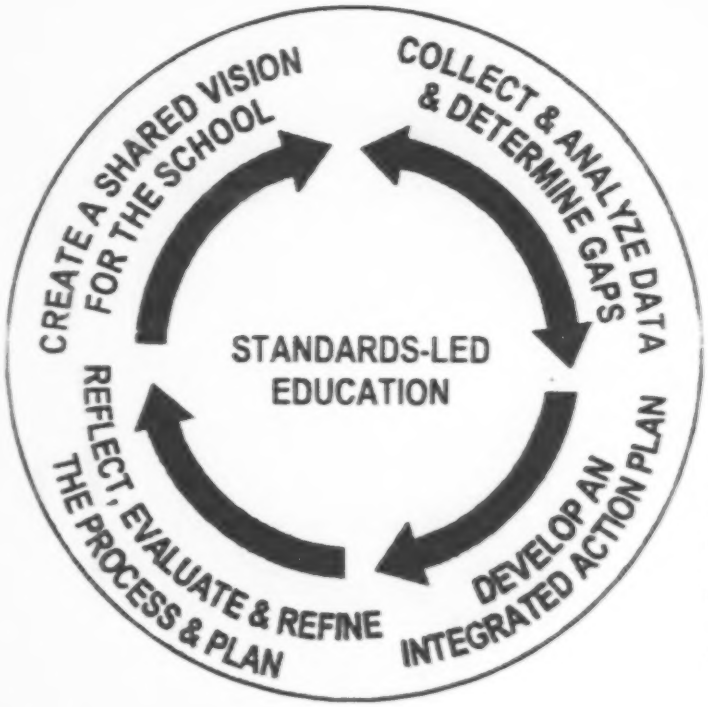
ED 444 261

A Template for an **Integrated School Improvement Plan**

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

C. Lorton

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)


CREATE A SHARED VISION FOR THE SCHOOL
COLLECT & ANALYZE DATA & DETERMINE GAPS
STANDARDS-LED EDUCATION
DEVELOP AN INTEGRATED ACTION PLAN
REFLECT, EVALUATE & REFINE THE PROCESS & PLAN

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☑ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

Illinois State Board of Education **1999**

EA030584

BEST COPY AVAILABLE

This template outlines the main sections for an integrated school improvement plan:

I. Demographics
II. Data Collection, Data Analysis, and Gap Analysis
III. Integrated Action Plan
IV. Budget Summary
V. Reflection, Evaluation, and Refinement

A companion document, *A Guide to an Integrated School Improvement Planning Framework*, provides further explanation of the process and products.

That document is available on the ISBE website:

www.isbe.state.il.us

or by request to Illinois State Board of Education, Information and Resource Center, 217/782-4321.

Region - County - District Code
☐☐ - ☐☐☐ - ☐☐☐☐

An Integrated School Improvement Plan

For _____ School

School Year _____

[Personalize the plan by inserting the school's vision, logo or other distinction.]

Instructions for Using This Template: Under each heading, delete the Contents and Suggestions text and replace with appropriate information for the school improvement plan.

I. Demographics

Contents: Describe 1) students and information about attendance, truancy, mobility, retention, and expulsion rate and, for high schools, graduation and dropout rates; 2) information about the extent to which all students in the grade levels chosen by the district pursuant to Section 2-3.63 of the School Code are achieving in the fundamental learning areas.

Suggestions: Refer to the information compiled for the School Report Card to develop this section. Format this section in a narrative.

II. Data Collection and Analysis / Gap Analysis

Contents: Provide information on 1) the school's state assessment results and 2) an analysis, based on state and local assessment data and other available information, of factors which may be contributing to any areas of underachievement by students.

Suggestions: Divide this section into subheads of

A. Data Collection
B. Data Analysis
C. Gap Analysis
D. Priorities Based on Analysis

Use the Data Analysis sheets (pages 5-6) as the basis for writing this section. Rely on achievement data and non-achievement data, e.g., surveys, observations, interviews. Format this section in narrative with supporting graphs and charts.

III. Integrated Action Plan

Contents: Identify measurable goals for improving the school's programs and student performance in at least the areas of deficiency noted, including

- specific, measurable steps to be taken;
- a timeline for these activities; and
- a budget for these activities.

Also required: Include professional development activities for at least the staff providing services in the academic areas in which the school's performance has been deficient.

Suggestions: 1) Use either of the Integrated Action Plan templates (pages 7-8) according to the school's needs and preferences as an organizer for the required information. 2) Replicate the form as needed using a separate page for each goal. 3) Refer to the instructions and sample plan (pages 9-11) for completing the Integrated Action Plan. 4) Include professional development as part of the steps/activities/strategies of the action plan, rather than a separate section of the plan, to show that professional development has a direct relationship to the school improvement goals and Illinois Learning Standards. 5) Include a description of partnership activities with parents/families, businesses, and community organizations as part of the steps/activities/strategies of the action plan showing how such activities will help to accomplish school improvement goals.

IV. Budget Summary

Contents: Refer to Integrated Action Plan required contents (Section III) that require a budget for the activities.

Suggestions: Summarize the amounts for each funding source using this sample table. Set up an Excel spreadsheet to tabulate the funds. (See samples of possible column headings on pages 12-13.) Sketch out a preliminary budget prior to completing the designated budget columns on the Integrated Action Plan. (Refer to "Building a Budget" worksheet on page 14.)

V. Reflection, Evaluation, Refinement

Contents: Describe how the school improvement team makes time to review the plan, assess progress, and make course corrections as needed, or celebrate success, and communicate with the learning community. Indicate how partnership activities with parents/families, businesses, and community organization assist in this review, assessment, and corrective process.

Other Information

Developers of the Plan

Contents: List persons who actively contributed to the plan, e.g., school improvement team, internal review team, local board members, community members, parent/family members, representatives of businesses and community organizations, and other community members.

Informing the Public

Contents: Describe how the learning community will be kept informed about the progress of the plan (i.e., who will be informed and how will they be informed).

II. DATA COLLECTION AND ANALYSIS AND GAP ANALYSIS WORKSHEET

Duplicate additional pages as needed.

School Name: **Date:**

School Improvement Team Members and Others Who Participated in the Data and Gap Analysis and Priority Setting	

Check all the areas to which these data and gap analyses apply.

- ☐ Student Academic Achievement
- ☐ Student Non-Academic Achievement
- ☐ Teaching/Learning Strategies
- ☐ Professional Development
- ☐ Resource/Technology Deployment
- ☐ Partnerships
- ☐ Family/Community Involvement
- ☐ Other

II-A-1: Data Collection *What data do we have to inform us?*	**II-A-2: Source of Data** *Where did we find these data?*	**II-B: Findings/Analysis** *What are these data telling us?*	**II-C: Gap Analysis** *What are the areas for improvement?*

II. DATA COLLECTION AND ANALYSIS AND GAP ANALYSIS WORKSHEET - page 2

II-D. **Priorities Based on Gap Analysis:** Given the results of the Data and Gap Analyses from Columns II-A, II-B, II-C on the prior page, please indicate in column II-D-1 the school's priority areas (i.e., goals) to be included in the integrated school improvement plan and aligned with the vision. In Column II-D-2, indicate the resources needed to support achievement of the goals. In the II-D-3 column, consider the priority needs and the resources to support the goals and rank-order each goal (i.e., 1, 2, 3 and so on, with "1" the Most Important, Next Most Important.) These prioritized areas are then written as measurable goals for the Integrated Action Plan.

II-D-1 Priority Area/Goal	II-D-2 Resources to Support Goal Achievement	II-D-3 Rank Order

School _____ **School Year** _____

INTEGRATED ACTION PLAN – Sample A

SCHOOL IMPROVEMENT GOAL (A measurable goal based on gap analysis) Goal #_____:	RATIONALE FOR THE GOAL (e.g., supporting data, reasons that the goal is a priority)
STANDARD(S) SUPPORTED BY THIS GOAL	EVALUATION (How will the goal be measured?) *Include assessment instrument, assessment expectations, success indicators.*
POSSIBLE FUNDING SOURCES (Use codes): Title I (T1); Title II (T2); Title IV (T4); Title VI (T6); Gifted (G); Technology (Tech); Education to Careers (ETC); Quality Assurance (QA); Vocational Education(VocEd); General Revenue Funds (GR); System of Support (SS); Competitive Grants (Grnt); Other	

SPECIFIC, MEASURABLE STEPS TO BE TAKEN (ACTIVITY/STRATEGY)	TIMELINE	PERSONS RESPONSIBLE	DETAILED EXPLANATION OF EXPENDITURES	COST ANALYSIS
Activity 1 Measure for the Activity Population Served				SALARIES/STIPENDS $ CONTRACTUAL SERVICES $ MATERIALS/SUPPLIES $ TRAVEL $ OTHER (specify) TOTAL for the Activity $
Activity 2 Measure for the Activity Population Served				SALARIES/STIPENDS $ CONTRACTUAL SERVICES $ MATERIALS/SUPPLIES $ TRAVEL $ OTHER (specify) TOTAL for the Activity $
Activity 3 Measure for the Activity Population Served				SALARIES/STIPENDS $ CONTRACTUAL SERVICES $ MATERIALS/SUPPLIES $ TRAVEL $ OTHER (specify) TOTAL for the Activity $

School_____ **School Year** _____

INTEGRATED ACTION PLAN – Sample B

SCHOOL IMPROVEMENT GOAL (A measurable goal based on gap analysis) Goal #_____:	RATIONALE FOR THE GOAL (e.g., supporting data, reasons that the goal is a priority)
STANDARD(S) SUPPORTED BY THIS GOAL	EVALUATION (How will the goal be measured?) *Include assessment instrument, assessment expectations, success indicators.*

SPECIFIC, MEASURABLE STEPS TO BE TAKEN (ACTIVITY/STRATEGY)	TIMELINE	PERSONS RESPONSIBLE	BUDGET FOR THE ACTIVITY EXPLANATION OF EXPENSES	AMOUNT	FUND (CODE)
Activity 1 Measure for this Activity Population Served			SALARIES/STIPENDS (3) (Obj. 100's) EMPLOYEE BENEFITS (4) (Obj. 200's) PURCHASED SERVICES (5) (Obj. 300's) SUPPLIES/MATERIALS (6) (Obj. 400's) CAPITAL OUTLAY (7) (Obj. 500's) OTHER (specify) (8) (Obj. 600's) TOTAL for the Activity		
Activity 2 Measure for this Activity Population Served			SALARIES/STIPENDS (3) (Obj. 100's) EMPLOYEE BENEFITS (4) (Obj. 200's) PURCHASED SERVICES (5) (Obj. 300's) SUPPLIES/MATERIALS (6) (Obj. 400's) CAPITAL OUTLAY (7) (Obj. 500's) OTHER (specify) (8) (Obj. 600's) TOTAL for the Activity		

POSSIBLE FUNDING SOURCES (Use codes): Title I (T1); Title II (T2); Title IV (T4); Title VI (T6); Gifted (G); Technology (Tech), Education to Careers (ETC), Quality Assurance (QA); Vocational Education(VocEd); General Revenue Funds (GR); System of Support (SS); Competitive Grants (Grnt); Other

DETAILED OBJECT DESCRIPTORS: **100-Salaries** paid to permanent, temporary or substitute employees on the payroll for regular, temporary and overtime services; **200-Employee Benefits** paid on behalf of employees over and above the gross salary, e.g., retirement, life, health and dental insurance, Medicare; **300-Purchased Services** paid for personal services and other services rendered by personnel who are not on the payroll (e.g., professional services, operation and maintenance services, staff and student transportation, printing; **400-Supplies/Materials** paid for items that are to be consumed, worn out, or deteriorated, e.g. supplies, textbooks, library books, periodicals,, computer software) and also capital outlay items costing less than $500 per unit; **500-Capital Outlay** expenses for acquiring fixed assets or additions, e.g., computers and other non-disposable equipment costing more than $500 per unit; **600-Other Objects** paid for goods and services not otherwise classified above, e.g., membership dues or professional association fees

Steps for Completing the Action Plan Template

❶ Write in a **school improvement goal** identified from the gap analysis and discussion of priorities. The goal should be stated in **measurable terms**.

Hint: The plan should contain only 4-6 **priority** goals to increase chances for successful implementation.

Example (Refer to sample on page 11.)

Goal #1: Increase the number of students scoring at or above the national norms in reading.
(Note that the goal has a measurable outcome, i.e., "at or above national norms.")

---

❷ List the **Illinois Learning Standard(s)** related to this goal.

Example (Refer to sample on page 11.)

1B: Apply reading strategies to improve understanding and fluency.
4A: Listen effectively in formal and informal situations.

---

❸ Indicate the **rationale** for the goal, i.e., why the goal is important to the school.

Example (Refer to sample on page 11.)

State assessment data revealed 60% of 3rd grade students and 62% of 6th grade students not meeting state reading goals. For last 5 years no student has exceeded reading goals (CAT/5).

---

❹ Explain what **evaluation** will be used to measure the progress of the goal.

Example (Refer to sample on page 11.)

Informal teacher-made tests or observations. Compare results for current year in each grade level scoring about the 50th percentile on CAT and IGAP/ISAT during workshop.

For each activity:

❺ Identify the **steps** to be taken to implement the goal, the **timelines** by which the activity will be completed, and the **person(s) responsible** to see that the step is accomplished (but not necessarily the person who will do all the activities). Describe how the **activity will be measured** for effectiveness and completion. Also indicate the

population served by this activity to promote equitable program participation for students, teachers and other beneficiaries with special needs.

Hint: Only major steps/events should be included. A detailed, tactical plan can be prepared by the persons responsible to guide implementation of the goal.

Example (Refer to sample on page 11.)

STEP (ACTIVITY)	TIMELINE	PERSON(S) RESPONSIBLE
Activity 1: Initiate uninterrupted reading time in the building for 20 min/day supported by a workshop on independent reading, reading in the content areas, and word walls. Measure for the Activity: Improved reading scores on ISAT and CAT and student interest in reading from survey results and observation Population Served: K-6 students	Daily, beginning the 3rd week of school	Teachers, Principal

---

❶Provide a **detailed explanation of expenses.**

Example (Refer to sample on page 11.)

Stipends for 25 teachers x $15/hr x 4 hrs
Stipends for 5 teacher aides X $10/hr x 4 hrs
Janitorial services (use of meeting room on Saturday) $50
Food for parents/staff $6 x 30 people
Classroom libraries ($110/each x 19 classrooms)

---

❷Total up the amounts for the **budget** column based on the detailed expenses and also indicate the funding sources for the expenditures (using the codes.) The Sample B template (refer to page 8 of the template) provides references to the detailed object descriptors to categorize the expenses. (Refer to the *Illinois Program Accounting Manual* for additional information about expenditure account classification.)

Salaries/Stipends	$1,500.00 (QA) 200.00 (T1)
Purchased Services	$ 50.00 (QA)
Classroom Libraries	$2,090.00 (SS)
Food /Refreshments	$ 180.00 (QA)
Total for the activity:	$4,020.00

Note: The parenthesis indicate the funding sources, e.g., Salaries/Stipends for teachers is from Quality Assurance (QA) and for teachers' aides from Title I (T1). System of Support will fund materials for the classroom libraries.

School _____ School Year _____

INTEGRATED ACTION PLAN – Reading Goal Sample

❶ SCHOOL IMPROVEMENT GOAL (A measurable goal based on gap analysis)	❷ RATIONALE FOR THE GOAL (e.g., supporting data, reasons that the goal is a priority)
Goal # 1: Increase the number of students scoring at or above the national norms in reading.	State assessment data revealed 60% of 3rd grade students and 62% of 6th grade students not meeting state reading goals. For last 5 years no student has exceed reading goals (CAT/5).
❸ STANDARD(S) SUPPORTED BY THIS GOAL Standard 1B: Apply reading strategies to improve understanding and fluency. Standard 4A: Listen effectively in formal and informal situations.	❹ EVALUATION (How will the goal be measured?) *Include assessment instrument, assessment expectations, success indicators.* Informal teacher made tests or observations. Compare results for current year in each grade level scoring above the 50th percentile on CAT and IGAP/ISAT during workshop.

SPECIFIC, MEASURABLE STEPS TO BE TAKEN (ACTIVITY/STRATEGY)	TIMELINE	PERSONS RESPONSIBLE	BUDGET FOR THE ACTIVITY ❺ EXPLANATION OF EXPENSES		❻ AMOUNT	FUND (CODE)
❺ Activity 1 Initiate uninterrupted reading time in the building for 20 minutes/day supported by a workshop on independent reading, reading in the content areas, and word walls. Measure for this Activity Improved reading scores on ISAT and CAT and student interest in reading from student survey and observations Population Served K-6	Daily, beginning the 3rd week of school	Teachers, Principal	SALARIES/STIPENDS (3) (Obj. 100's)	25 teachers x $15/hr x 4 hrs 5 aides x $10/hr x 4 hrs	$ 1,500 $ 200	QA TI
			EMPLOYEE BENEFITS (4) (Obj. 200's)			
			PURCHASED SERVICES (5) (Obj. 300's)	Janitorial Services $50 (for use of meeting room on Saturday)	$ 50	QA
			SUPPLIES/MATERIALS (6) (Obj. 400's)	Classroom libraries $110/classroom x 19 Food for parents/staff $6 x 30 people	$ 2,090 $ 180	SS QA
			CAPITAL OUTLAY (7) (Obj. 500's)			
			OTHER (specify) (8) (Obj. 600's)			
			TOTAL for the Activity		$ 4,020	
Activity 2 Implement listening centers in each classroom supported by after-school workshop on establishing and using listening centers. Measure for this Activity Improved listening habits and skills of students Population Served K-6	March – June	All teachers	SALARIES/STIPENDS (3) (Obj. 100's)	25 persons x $15/hr x 2 hrs 5 aides x $10/hr x 4 hrs	$ 750 $ 200	TI TI
			EMPLOYEE BENEFITS (4) (Obj. 200's)			
			PURCHASED SERVICES (5) (Obj. 300's)			
			SUPPLIES/MATERIALS (6) (Obj. 400's)	19 listening centers x $150 19 overhead projectors X $400/each	$ 2,850 $ 7,600	TI TI
			CAPITAL OUTLAY (7) (Obj. 500's)			
			OTHER (specify) (8) (Obj. 600's)			
			TOTAL for the Activity		$11,400	

Sample

POSSIBLE FUNDING SOURCES (Use codes): Title I (T1); Title II (T2); Title IV (T4); Title VI (T6); Gifted (G); Technology (Tech); Education to Careers (ETC); Quality Assurance (QA); Vocational Education(VocEd); General Revenue Funds (GR); System of Support (SS); Competitive Grants (Grnt); Other

DETAILED OBJECT DESCRIPTORS: **100-Salaries** paid to permanent, temporary or substitute employees on the payroll for regular, temporary and overtime services; **200-Employee Benefits** paid on behalf of employees over and above the gross salary, e.g., retirement, life, health and dental insurance, Medicare; **300-Purchased Services** paid for personal services and other services rendered by personnel who are not on the payroll (e.g., professional services, operation and maintenance services, staff and student transportation, printing; **400-Supplies/Materials** paid for items that are to be consumed, worn out, or deteriorated, e.g. supplies, textbooks, library books, periodicals,, computer software) and also capital outlay items costing less than $500 per unit; **500-Capital Outlay** expenses for acquiring fixed assets or additions, e.g., computers and other non-disposable equipment costing more than $500 per unit; **600-Other Objects** paid for goods and services not otherwise classified above, e.g., membership dues, professional association fees.

BEST COPY AVAILABLE

Budget Summary (by Funding Source)

Goal #	Focus Area	Title I	Title II	Title IV	Title VI	Gifted	Tech	ETC	Voc Ed	QA	Gen Rev	Sys of Sup	Grants	Other
TOTAL														

20

21

Integrated School Improvement Plan
Source Distribution
Budget Sheet

			Source of Funds	
Goal #	**Activity**	**Budget Amount**	**Description of Funding Source**	**Amount**
TOTAL				

22

23

SSSS Building a Budget SSS

Note: Use only the columns that pertain to the goal/activity. Not all columns will be completed.

School Improvement Goal:

Activity	# Staff / Students Served	Stipends/ Salaries/ Substitutes (Obj 100)	Employee Benefits (Obj 200)	Purchased Services (Obj 300)	Supplies / Materials (Obj 400)	Capital Outlay (Obj 500)	Other (Obj 600)	Possible funding sources	Total
Activity #__									
Activity # __									
Activity #__									
Activity #__									

Resources/Codes:

POSSIBLE FUNDING SOURCES (Use codes): Title I (T1), Title II (T2), Title IV (T4), Title VI (T6), Gifted (G), Technology (Tech), Education to Careers (ETC), Quality Assurance (QA), Vocational Education(VocEd), General Revenue Funds (GR), System of Support (SS), Competitive Grants (Grnt), Other

DETAILED OBJECT DESCRIPTORS: **100-Salaries** paid to permanent, temporary or substitute employees on the payroll for regular, temporary and overtime services; **200-Employee Benefits** paid on behalf of employees over and above the gross salary, e.g., retirement, life, health and dental insurance, Medicare; **300-Purchased Services** paid for personal services and other services rendered by personnel who are not on the payroll (e.g., professional services, operation and maintenance services, staff and student transportation, printing; **400-Supplies/Materials** paid for items that are to be consumed, worn out, or deteriorated, e.g. supplies, textbooks, library books, periodicals,, computer software) and also capital outlay items costing less than $500 per unit; **500-Capital Outlay** expenses for acquiring fixed assets or additions, e.g., computers and other non-disposable equipment costing more than $500 per unit; **600-Other Objects** paid for goods and services not otherwise classified above, e.g., membership dues or professional association fees

Illinois State Board of Education
100 North First Street • Springfield, Illinois 62777-0001
www.isbe.state.il.us

Ronald J. Gidwitz
Chairman

Glenn W. McGee
State Superintendent

An Equal Opportunity/Affirmative Action Employer
Printed by the Authority of the State of Illinois
July 1999 10M 211-62 No. 004

BULK RATE
U.S. POSTAGE
PAID
Permit No.
000
Springfield, IL

RETURN SERVICE REQUESTED

BEST COPY AVAILABLE